

DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20350

SECNAVINST 5000.28E
MAT 08P

23 January 1984

SECNAV INSTRUCTION 5000.28E

From: Secretary of the Navy

Subj: Defense Systems Management College (DSMC)

Encl: (1) DOD Directive 5160.55 of 5 Jan 1977

1. Purpose

a. To continue implementation of enclosure (1) and to provide information regarding the Defense Systems Management College (DSMC).

b. To promulgate the procedures and criteria to be followed for nomination of personnel to attend DSMC.

c. To ensure that the specialized training received by graduates of the DSMC is fully utilized. (R)

2. Cancellation. SECNAVINST 5000.28D. (R)

3. Applicability. The provisions of this instruction apply to all elements of the Department of the Navy.

4. Background. The concept and need for specialized training in program management originated at the Department of the Defense (DOD) New London Conference on Program Management held in April 1963. As one result of the conference, the Defense Weapon Systems Management Center (DWSMC) was activated in 1964 at Wright-Patterson Air Force Base. In 1969, the Deputy Secretary of Defense directed that a study be conducted of DWSMC and subsequently determined that the DWSMC would be relocated to Fort Belvoir, effective 1 July 1971 and be designated as the Defense Systems Management School (DSMS). On 9 July 1976, the DSMS Policy Guidance Council officially changed the name of the DSMS to Defense Systems Management College (DSMC) at the direction of the Deputy Secretary of Defense.

5. Mission of DSMC. Mission of the DSMC is to:

a. Conduct advanced courses of study in program management.

b. Conduct research in program management concepts and methods.

c. Assemble and disseminate information concerning program management.

6. DSMC curriculum. Enclosure (1) describes the courses offered by the DSMC.

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7. Responsibilities

a. The DSMC Policy Guidance Council has been established by enclosure (1) to provide policy and guidance and to act as the primary jurisdictional agent for operation and administration of the DSMC. The representatives of the Secretary of the Navy on the Policy Guidance Council are the Assistant Secretaries of the Navy (Shipbuilding and Logistics) and (Research, Engineering and Systems)) and the Chief of Naval Material.

b. The Chief of Naval Operations will approve the selection of officers for assignment as Commandant and Assistant Commandant (Navy) at the DSMC. In accordance with enclosure (1), the post of Commandant will be filled with a general/flag officer at the O7 or O8 level on a rotational basis. Each military department will assign a colonel or captain to assist the Commandant in the operation of the college.

c. The Chief of Naval Material will coordinate Navy/Marine Corps quota assignment and will select students in accordance with the criteria established in enclosure (1). The DD Form 1556, Request Authorization, Agreement, Certification of Training and Reimbursement, will be forwarded via the Chief of Naval Material (MAT O8P) to the Commandant, Defense Systems Management College. For the Program Management Course, the Commander, Naval Military Personnel Command (NMPC) will select Navy officers and the Chief of Naval Material will select civilian personnel. There shall be mutual consultation between NMPC, NAVMAT and HQ, USMC (when Marine Corps personnel are involved) in all students selected.

d. The Chief of Naval Material will provide a focal point for Navy support of DSMC operations. This will include providing current departmental policy and practice relating to the weapon system acquisition process, training requirement projections, and information regarding utilization of graduates.

e. The Commander, Naval Military Personnel Command will select and nominate officers for assignment to the staff and faculty at the DSMC.

8. Policy. It is Department of the Navy policy to:

a. Support DSMC as a source of training for program management. All Program Managers and Deputy Program Managers will have professional education at DSMC's Program Management Course or Executive Refresher Course, the Contract Finance for Program Managers Course and Contractor Performance Measurement Course, either before or shortly following assignment as Program Manager or Deputy Program Manager.

b. Give full support to the college in its assigned tasks.

c. Select personnel meeting admission requirements to attend DSMC's courses.

d. Make maximum utilization of the college graduates

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9. Criteria for nominating personnel to attend DSMC

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a. Personnel nominated to attend the five-month Program Management Course will meet the following requirements:

(1) Officers with the rank of O-3 through O-6 and civilians at grade GS-11 through GM-14. (Waivers will be granted for exceptional persons of lower grades or rank occupying key positions in the acquisition of defense systems.)

(2) Should be selected to occupy (or already occupy) intermediate or junior management positions in:

(a) Program offices designated by the Chief of Naval Material or a Systems Commander.

(b) Functional organizations, including field activities, of the Naval Material Command which support program management activities.

(c) Higher echelon staffs supervising weapon system program management.

(3) Must be selected by the Naval Material Command screening board (see NAVMATINST 5000.20). The purpose of the board is to ensure that only high potential personnel are selected to attend the Program Management Course at DSMC.

b. Personnel nominated to attend the three-week Executive Refresher Course will meet the following requirements:

(1) Officers with the rank of O-6 and civilians at grade GM-15 or above. (Waivers will be granted for exceptional persons of lower grades or rank occupying key positions in the acquisition of defense systems.)

(2) Should be selected to occupy (or already occupy):

(a) The position of manager of a program.

(b) Key positions immediately subordinate to a program manager.

(c) Other principal supervisory level positions whose incumbents are responsible for key decisions in a program office or in functional offices supporting program offices.

(d) Higher echelon staff positions concerned with the acquisition of defense systems.

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c. The Contract Finance for Program Managers Course is one week in length. Eligibility requirements for attendance are as follows:

(1) Officers with the rank of O-3 and civilians at the grade of GS-11 or above.

(2) Should be selected to occupy (or already occupy):

(a) The position of manager of a program.

(b) Key position immediately subordinate to a program manager.

(c) Other key positions in functional offices supporting program offices.

(d) A higher echelon staff position concerned with the acquisition of defense systems.

d. The Contractor Performance Measurement Course (C/SCSC) is one week in length. This course is open to officers and civilians selected to occupy (or already occupy):

(1) A program manager position.

(2) A key position immediately subordinate to a program manager.

(3) A principal position in functional offices supporting program offices.

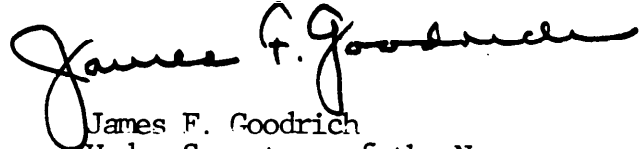
(4) A higher echelon staff position concerned with the acquisition of defense systems.

e. The three-and-a-half day Orientation in Systems Acquisition for General/Flag Officers seminar is intended for senior personnel who interface with or impact upon acquisition programs. Personnel nominated to attend this seminar shall be of the rank of general or flag officer or senior civilian grade (SES, GM-16, GM-17, GM-18, and PL-313).

10. Programming, Budgeting, and Financing. Enclosure (1) establishes procedures for programming, budgeting, and financing incidentals for the establishment and operation of DSMC. Pay, allowances, and travel costs of military students will be borne by the sponsoring activity, the Commander, Naval Military Personnel Command or the Commandant of the Marine Corps, as appropriate. Pay, allowances, and travel costs of civilian students will be borne by their sponsoring commands or the principal supporting systems commands in the case of personnel in a program management office reporting to the Chief of Naval Material.

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11. Forms. DD Forms 1556 (1 Jun 78) (Request Authorization, Agreement Certification of Training and Reimbursement), S/N 010Z-LF-001-5565 can be obtained from the Navy Supply System and may be requisitioned in accordance with NAVSUP P-2002.



James F. Goodrich
Under Secretary of the Navy

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January 5, 1977
NUMBER 5160.55



DDR&E

Department of Defense Directive

SUBJECT Defense Systems Management College

- Refs: (a) DOD Directive 5010.16, "Defense Management Education and Training Program," July 28, 1972
(b) DOD Directive 5160.55, "Defense Systems Management College," July 23, 1976 (hereby cancelled)
(c) Public Law 92-463, Federal Advisory Committee Act
(d) Executive Order 11686
(e) DOD Directive 5000.23, "System Acquisition Management Careers," November 26, 1974

I. REISSUANCE AND PURPOSE

This Directive (a) reissues the charters for the Defense Systems Management College (DSMC) Policy Guidance Council and the DSMC Board of Visitors; (b) establishes and authorizes the operation of a DSMC, with a DSMC Policy Guidance Council and a DSMC Board of Visitors; and (c) provides guidance and criteria for the DSMC mission, supervision, and administration. Reference (b) is hereby superseded and cancelled.

II. APPLICABILITY AND SCOPE

The provisions of this Directive apply to the Military Departments; the Director, Defense Research and Engineering; the Assistant Secretaries of Defense (Comptroller/Installations and Logistics/Manpower and Reserve Affairs); Director, Planning & Evaluation; and those Defense Agencies concerned with defense system acquisition (hereinafter referred to collectively as "DOD Components").

III. ROLE AND MISSION

- A. The DSMC, founded July 1, 1971, is a joint Military Service/Office of the Secretary of Defense professional military institution operating under the direction of a Policy Guidance Council chaired by the Director, Defense Research and Engineering. Its major course of study serves as the capstone for the professional education of DOD Component personnel in program management and defense system acquisition management.

Enclosure (1)

Continuation of III.

B. The mission of the DSMC is to:

1. Conduct advanced courses of study that will prepare selected military officers and civilian personnel for (a) assignments in program management career fields, and (b) coping with various facets of defense system acquisition management. This is the primary mission of the college.
2. Conduct research or special studies in defense program management and defense system acquisition management concepts and methods.
3. Assemble and disseminate information concerning new policies, methods, and practices in program management and defense system acquisition management.

IV. RESPONSIBILITIES

- A. The mission, composition, and operation of the DSMC Policy Guidance Council are described in its charter (enclosure 1).
- B. The mission, composition, and operation of the DSMC Board of Visitors are described in its charter (enclosure 2).
- C. The Commandant of the DSMC will:
 1. Operate the DSMC as a centralized activity for the professional education of selected military officers and civilian personnel in all facets of program management with emphasis on managing the acquisition of defense systems.
 2. Implement the policy guidance provided by the DSMC Policy Guidance Council.
 3. Provide the courses identified in enclosure 3 and, as resources permit, additional short courses, seminars, workshops, on-site courses and extension courses in response to specific needs of the DOD Components or in response to specific direction from the DSMC Policy Guidance Council.
 4. Allocate student quotas for each course, based upon needs of each DOD Component, and receive nominations for each class.

Continuation of IV.

5. Develop admissions policy, educational practices and standards, curricula, and other functional material necessary for the efficient functioning of the DSMC, with coordination as appropriate with DOD Components, the Defense Management Education and Training Board (reference (a), DOD Directive 5010.16), civilian academic institutions, and defense industry and general business organizations.
 6. Conduct research or special studies directed toward improving the curricula and increasing the body of knowledge in program management and defense system acquisition management.
 7. Disseminate current management information assembled or developed at DSMC to the Government and the defense industry community.
 8. Have approval authority for and obtain the equipment and items required by, and in accordance with, the mission of the DSMC. Equipment and items requiring special authorization by Public Law, Executive Order, or DOD Directive/ Instruction will be obtained in accordance with the pertinent directions.
 9. Submit his nomination for the Deputy Commandant to the DSMC Policy Guidance Council, through the Executive Secretary, for approval.
 10. Nominate and, upon receipt of necessary approval by the DSMC Policy Guidance Council (see Charter of the DSMC Board of Visitors, enclosure 2), appoint new members to the nine-member Board of Visitors; appoint a Secretary to the Board of Visitors from the DSMC staff; schedule all meetings of the Board of Visitors; report recommendations of the Board of Visitors to the DSMC Policy Guidance Council and obtain DSMC Policy Guidance Council concurrence on the actions planned to be taken on the recommendations.
- D. The Secretaries of the Military Departments and Directors of the concerned Defense Agencies (or their designees) will provide the Commandant, DSMC, with the following:
1. Current policies and procedures, which relate to all phases of a defense system's life cycle, on a continuing basis.

Continuation of IV.

2. Annual requirements and five-year projections for the education to be provided by the DSMC in accordance with DOD Directive 5010.16 (reference (a)).
 3. Student nominees who, by virtue of outstanding performance of duty and demonstrated academic ability, have the potential to hold, or have been selected to hold, senior positions in program management.
 4. Information regarding utilization of graduates of the Program Management Course for at least five years after graduation, or until retirement if it should occur earlier.
- E. The Secretary of the Army, or his designee, will:
1. Provide and maintain facilities essential to the operation of the DSMC in a manner commensurate with the importance of its mission to all DOD Components.
 2. Assure that administrative and resource support is timely and fully adequate for the accomplishment of the mission assigned to the DSMC.
 3. Review the DSMC annual budget and include it in the Department of the Army overall budget and financial plan.

V. ADMINISTRATION

- A. The position of Commandant, DSMC, will rotate among the Army, Navy, and Air Force. The normal tour of duty will be three years. The Commandant will report to the DSMC Policy Guidance Council chaired by the Director of Defense Research and Engineering. Military Department nominees will be approved by the DSMC Policy Guidance Council.
 1. The Commandant assigned will hold the rank of General or Flag Officer.
 2. Experience in the management of a major defense system acquisition program is essential.
- B. To provide continuity and assure that all three Military Departments are represented at the management level of the DSMC, each Department will nominate a Colonel/Captain to assist the Commandant in the operation of the college. The tour of duty will be three years. Military Department nominees will be approved by the Commandant.

Continuation of V.

- C. Commissioned officers and enlisted personnel from all DOD Components, augmented by qualified civilian personnel, will be assigned to the faculty and staff of the DSMC on a prorated basis. The faculty assignees should have had experience in defense systems acquisition management. The tour of duty for military faculty will be three years. All faculty and staff nominees will be approved by the Commandant.


VI. PROGRAMMING, BUDGETING, AND FINANCING

The Department of the Army will be responsible for programming, budgeting and financing all expenses incident to the operation of the DSMC, except as indicated below, and will separately identify all such expenses in its Operation and Maintenance budget and financial plan submission to the Office of the Secretary of Defense.

- A. The pay allowances (including subsistence), Permanent Change of Station travel expenses of military personnel permanently or temporarily assigned to assist in the management or operation of the DSMC, including instructors, will be borne by the Military Service to which such personnel belong. The salaries and expenses, including travel of civilian personnel temporarily assigned, will be borne by the DOD Component by which personnel are employed.
- B. Pay, allowances, and travel costs (not integral to courses of instruction) of military and civilian personnel assigned as students at the DSMC will be borne by the sponsoring DOD Component.
- C. Other Federal agencies and industrial concerns accepting invitational quotas will be required to pay all direct costs such as travel, per diem, and subsistence. Appropriate tuition fees may be assessed non-DOD activities at the discretion of the Secretary of the Army.

VII. EFFECTIVE DATE OF IMPLEMENTATION

This Directive is effective immediately. Two copies of the instructions issued to implement this Directive will be forwarded to the Director of Defense Research and Engineering within 60 days.


Deputy Secretary of Defense

Enclosures - 3

- 1. Charter of the DSMC Policy Guidance Council
- 2. Charter of the DSMC Board of Visitors
- 3. Courses Provided by the DSMC

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CHARTER OF THE DEFENSE SYSTEMS MANAGEMENT COLLEGE
POLICY GUIDANCE COUNCIL

I. PURPOSE

This charter prescribes the mission, composition, and operation of the Defense Systems Management College (DSMC) Policy Guidance Council (hereinafter referred to as the Council).

II. MISSION

The mission of the Council is to (a) establish policy, provide guidance, and act as prime jurisdictional agent for the operation and administration of the DSMC; (b) approve the admissions policy and the curriculum for each new DSMC course; (c) approve the nomination of the DSMC Commandant and the Deputy Commandant; and (d) approve the nomination of each new member of the DSMC Board of Visitors.

III. COMPOSITION

The members of the Council will be the Director of Defense Research and Engineering, who will serve as Chairman; Assistant Secretaries of Defense (I&L), (C), and (M&RA); the Director, Planning & Evaluation; a representative of the Secretary of each Military Department; the Commanders of Army Materiel Development and Readiness, Naval Material, Air Force Systems, and Air Force Logistics Commands; and the Assistant Director of Defense Research and Engineering (Engineering Policy), who will serve as its Executive Secretary. The Chairman will appoint a Recording Secretary.

IV. OPERATION

All meetings will be held at the call of the Chairman. The Council will meet at least once each fiscal year with the DSMC Commandant to review current operations and approve the five-year plan.

The Executive Secretary will meet, as necessary, with points of contact appointed by each of the Council members to formulate recommendations and perform other duties as may be directed by the Chairman.

The Recording Secretary will receive items for discussion from Council members; prepare the agenda and minutes of each meeting; and obtain the Chairman's approval of the agenda prior to issuance.

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Continuation

V. DURATION

The Council will automatically terminate upon completion of its mission or not later than two years from the date of its reaffirmation, whichever occurs earlier, unless approval is obtained in advance to continue the Council for another two-year period in accordance with requirements of the DOD Committee Management Program. The activities of the Council will be evaluated annually by the Chairman to determine whether the Council should be continued and, if so, whether its role should be changed.

VI. DATE OF REAFFIRMATION

January, 1977

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CHARTER OF THE DEFENSE SYSTEMS MANAGEMENT COLLEGE
BOARD OF VISITORS

I. OFFICIAL DESIGNATION

Defense Systems Management College Board of Visitors

II. OBJECTIVES AND SCOPE

- A. The Defense Systems Management College (DSMC) Board of Visitors (hereinafter referred to as the Board), composed of members appointed from civilian life by the Director of Defense Research and Engineering upon the recommendation of the Commandant, DSMC, to the DSMC Policy Guidance Council (PGC), advises the PGC, through the Commandant, on organization, management, curricula, methods of instruction, facilities and other matters of interest to the College.
- B. The Board shall consist of approximately 9 Members at Large.
 - 1. Members at Large will be selected on the basis of their pre-eminence in the fields of academia, general business and defense industry as necessary to cover the interests of the College.
 - 2. Members at Large will serve a term of two years; however, a one-year extension may be granted by the Commandant, DSMC, upon submittal of a recommendation by the Chairman of the Board.
- C. The Chairman of the Board shall be selected from its membership, subject to appointment by the Commandant, DSMC.
- D. The Secretary to the Board, who will be a full-time salaried employee of the government with necessary staff support, shall be appointed by the Commandant, DSMC, from the DSMC staff.

III. PERIOD OF TIME NECESSARY

The need for this advisory function is on a continuing basis. However, it is subject to renewal every two years.

IV. AGENCY OR OFFICIAL TO WHOM COMMITTEE REPORTS

The DSMC Board of Visitors reports to the DSMC Policy Guidance Council through the Commandant, DSMC.

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V. AGENCY PROVIDING SUPPORT

- A. The Commandant, Defense Systems Management College, shall provide for such technical or administrative assistance as is needed by the Board. In particular, the Secretary to the Board shall attend all meetings and be responsible for the proper functioning of the Board in accordance with Public Law 92-463, Executive Order 11686 and implementing OMB and DoD Regulations for Federal Advisory Committees and to the Chairman in connection with the planning, operation and coordination of the work of the Board and shall have specific authority to adjourn any meeting of the Board or its working group, which is not considered to be in the public interest.
- B. The DSMC will bear the expenses of Board members, including consulting fees, travel and subsistence.

VI. DESCRIPTION OF DUTIES

- A. The mission of the Board is to advise the Commandant, DSMC, and the DSMC Policy Guidance Council on the overall mission and operations of DSMC including organization, management, defense systems acquisition curricula, methods of instruction, career-related activities, research and overall operation of the DSMC. In furtherance of this mission the Board shall also concern itself with policy matters in the area of long-range planning. It shall render advice to the Commandant on solutions to pressing and complex problems of policy development and principles to be followed bearing on the accomplishment of the DSMC mission.
- B. The Board shall be responsive to requests or assignments from the Deputy Secretary of Defense, Director of Defense Research and Engineering (as chairman of the DSMC Policy Guidance Council) and the Commandant, DSMC.
- C. The procedures for developing the advice and findings of the Board shall be as flexible as is consistent with its defined purpose.
- D. The Chairman of the Board shall submit a report through the Commandant, DSMC, to the Executive Secretary of the DSMC Policy Guidance Council, setting forth the results of its examination and recommendations.

VII. ESTIMATED ANNUAL OPERATING COSTS

The estimated annual operating cost of the DSMC Board of Visitors is \$5,000 plus about one-quarter person years of full-time staff support.

VIII. ESTIMATED NUMBER AND FREQUENCY OF MEETINGS

- A. The DSMC Board of Visitors shall meet at least once each year, but not more than twice, on such dates as may be selected by the Chairman of the Board.
- B. Each meeting of the Board will be limited to three days in length.

IX. COMMITTEE'S TERMINATION DATE

DSMC Board of Visitors shall terminate January, 1979, or when its mission is completed, whichever is sooner, or unless prior approval for its continuation is obtained.

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COURSES PROVIDED BY THE DSMCI. PROGRAM MANAGEMENT COURSE

- A. Purpose. The course is designed to provide a professional education in effective defense systems acquisition management for selected mid-career military officers and civilians who are assigned to, or entering, the defense systems acquisition management career field (reference e, DOD Directive 5000.23). Completion of this course is required for personnel pursuing long-term careers and seeking future key assignments in defense systems acquisition management unless waived by one of the Joint Logistics Commanders in a particular situation.
- B. Description. This course of not more than 138 days will provide students with a broad knowledge and understanding of defense systems acquisition management through (1) education in the functional areas necessary for effective operation of a program office; (2) management simulation exercises involving the principal events and considerations encountered throughout the life cycle of a defense systems acquisition program; (3) case studies featuring lessons learned from real-life programs; (4) interaction with current program managers; and (5) analyses of current Office of Secretary of Defense and service policies and strategies in defense systems acquisition management augmented by presentations from senior officials. Throughout the course, a close relationship will be maintained between the challenges and problems encountered on current military programs and those provided in the classroom. The course may be substituted for the course at the Armed Forces Staff College in the case of military and civilian personnel aspiring to careers in program/project management (ref e); however, this does not preclude the Military Services from selecting and sending graduates of DSMC to intermediate or higher professional military education courses.
- C. Enrollment. The course will be offered to:
1. Those persons from the DOD Components who are promising candidates to hold senior positions in program management later in their careers and who now hold, or are selected to hold, intermediate management positions in:
 - a. Program offices; or
 - b. Functional offices supporting program offices; or
 - c. Higher echelon offices supervising program management.
 2. Selected persons in equivalent positions from other Federal agencies and the defense industry on a space-available basis.

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II. EXECUTIVE REFRESHER COURSE IN PROGRAM MANAGEMENT

- A. Purpose. The course -- for senior level managers -- is designed to review current concepts, methods, and policy dealing with Department of Defense systems acquisition management and to disseminate new management approaches.
- B. Description. This short course (no longer than three weeks) will be provided primarily to review the most effective concepts and methods of major program management and to examine new developments that have important implications for program managers.
- C. Enrollment. The course will be offered to:
 - 1. Those persons from the DOD Components who hold, or are selected to hold:
 - a. A position of program manager; or
 - b. A deputy or equivalent subordinate position to a program manager; or
 - c. The rank/grade of 0-6 (military) or GS-15 (civilian) or higher; and
 - (1) A principal supervisory level position in a program office or in a functional office supporting a program office; or
 - (2) A key staff position in a high echelon office responsible for the acquisition of defense systems.
 - 2. Selected persons in equivalent positions from other Federal agencies and the defense industry on a space-available basis.

III. SYSTEMS ACQUISITION MANAGEMENT FOR GENERAL/FLAG OFFICERS

- A. Purpose. The offering -- for selected Generals of the Army and Air Force, Flag Officers of the Navy, and senior civilians in each of the Military Services and the Office of the Secretary of Defense -- is designed to familiarize key individuals with defense systems acquisition management and to acquaint them with the impact and important implications resulting from the actions of interfacing commands/staffs of each of the Military Services and the Department of Defense.
- B. Description. This offering will be provided for senior executives who have not had prior experience with the systems acquisition process of the Department of Defense but whose duties

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interface with or impact upon the acquisition programs of the Army, Navy, or Air Force. The offering (not to exceed one week) is designed to acquaint key individuals with the functions, responsibilities, and problems of DOD program managers and to provide an orientation in defense systems acquisition management.

C. Enrollment. The seminar will be offered to:

1. Those persons from the DOD Components who hold, or are selected to hold:
 - a. The rank of General or Flag Officer; or
 - b. A senior civilian grade (GS-16, GS-17, GS-18 and PL 313)
2. Selected persons in equivalent positions from other Federal agencies on a space-available basis.

IV. SPECIAL SHORT COURSES, SEMINARS, WORKSHOPS AND EXTENSION COURSES

Special short courses, seminars, workshops, on-site courses and extension courses will be provided, when the need to disseminate new concepts, methods and practices in program management and defense systems acquisition management is expressed by a DOD Component(s) and/or recognized by the Commandant and concurred in by the Policy Guidance Council.